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WP3: Establishment/Enhancement of the Careers, Employability and Enterprise Services (CEES)

D 3.3. Roadmap to Graduate Employability Enhancement at each CA HEI

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Triggering innovative approaches and entrepreneurial skills for students through creating conditions
for graduate's employability in Central Asia

TRIGGER partners

Technical University of Kosice <i>Slovakia</i>	 TECHNICKÁ UNIVERZITA V KOŠICIACH
L.N. Gumilyov Eurasian National University <i>Kazakhstan</i>	 EURASIAN NATIONAL UNIVERSITY
Atyrau State University <i>Kazakhstan</i>	 ATYRAU UNIVERSITY
Toraighyrov University <i>Kazakhstan</i>	 TORAIGHYROV UNIVERSITY
Termez State University <i>Uzbekistan</i>	
Namangan Institute of Engineering and Technology <i>Uzbekistan</i>	
Jizzakh Polytechnic Institute <i>Uzbekistan</i>	
Tashkent State Transport University <i>Uzbekistan</i>	 TOSHKENT DAVLAT TRANSPORT UNIVERSITETI Tashkent state transport university
Dangara State University <i>Tajikistan</i>	
Khorog State University named M. Nazarshoev <i>Tajikistan</i>	
Kulob State University <i>Tajikistan</i>	
University of Applied Sciences BFI Vienna <i>Austria</i>	 FH University of Applied Sciences BFI Vienna Economics Management Finance
Université Côte d'Azur <i>France</i>	 UNIVERSITÉ CÔTE D'AZUR
ASTRA <i>Slovakia</i>	 astra ASSOCIATION FOR INNOVATION AND DEVELOPMENT


<p>IDEC <i>Greece</i></p>	
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1. The vision, mission and values of the HEIs in promoting graduate employability

The Roadmap was developed based on the strategic documents of the Ministry of Science and Higher Education of the Republic of Kazakhstan, Government of Pavlodar region, NJSC “Toraigyrov University”:

- Resolution of the Government of the Republic of Kazakhstan dated March 28, 2023 No. 248 “On approval of the Concept of Development of Higher Education and Science of the Republic of Kazakhstan for 2023-2029”;
- The Development Strategy of Pavlodar city up to 2050, approved by the Decision of the Pavlodar Maslikhat No. 410/35, dated November 08, 2019;
- The Development Strategy of NJSC “Toraigyrov University” for 2023-2029, approved by the Academic Council on June 27, 2023;
- The program “Strong University – Strong Region”, approved by the Government of Pavlodar region on June 1, 2023.

At Toraigyrov University (ToU) the vision, mission, and goals in the area of employment promotion have been developed:

Vision: ToU is a human capital development center for the sustainable growth of the region.

Mission statement: To satisfy the region’s needs in professionals and leaders, able to generate own ideas within the innovative education.

Values:

- Responsibility;
- Openness;
- Creativity;
- Professionalism;
- Self-development.

The employment issues are reflected in a number of official and strategic documents of the Ministry of Science and Higher Education, and the Government of Pavlodar region.

In the Resolution of the Government of the Republic of Kazakhstan dated March 28, 2023 No. 248 “On approval of the Concept of Development of Higher Education and Science of the Republic of Kazakhstan for 2023-2029”, target indicators in the employment area were set for universities:

- The share of employed graduates in the first year after graduation (2023 – 72 %, 2024 – 74 %, 2025 – 75 %, 2026 – 76 %, 2027 – 77 %, 2028 – 78 %, 2029 – 79%);
- Coverage of the able-bodied population with non-formal education (2023 – 30 %, 2024. – 35 %, 2025 – 40 %, 2026 – 42 %, 2027 – 45 %, 2028 – 48 %, 2029 – 50 %).

The Development Strategy of Pavlodar city up to 2050 reflects the tasks of the development of human capital of the Pavlodar region, which determine the tasks in the field of employment of the university:

- Prevention of outflow of human capital and becoming a center of attraction for students;

- Prevention of outflow and creation of opportunities for productive employment of the working population;
- Strengthening competitive advantages in the field of education.

In the Development Strategy of the Pavlodar region, much attention is paid to the development of the project “Strong University - Strong Region”, which reflects the principle of the triple helix “Government - Business - Research (University)”, which requires strengthening work with external stakeholders of the university.

2. The University’s goals and objectives to promote the employability of graduates

The mission of ToU is the development of human capital and promotion of the formation of outstanding, socially responsible professionals of digital time, harmonious and versatile personalities.

The vision of ToU is an innovative digital University, the leading academic, research center of the country.

Based on the mission and vision of ToU development, the following goals and objectives are defined to promote the employment of graduates of the university.

Goal 1: To ensure employers’ satisfaction with ToU graduates within 5 years.

Objectives for Goal 1:

- Collaboration with partners from industry and business;
- Professional development of ToU Faculty;
- Attraction of motivated applicants’ students;
- Ensuring high quality training.

Goal 2: To increase the employment of graduates and the ratio of the average salary of a university graduate to the average monthly salary in the Pavlodar region within 5 years.

Objectives for Goal 2:

- Analysis of local labor market needs;
- Modernization of Educational Programs in accordance with local labor market;
- Attraction of experts and employers to training;
- Internships at partner companies with EntreComp component;
- Annual career orientation courses and trainings for senior students;
- Teaching basics of developing own business to ToU students.

Goal 3: to develop innovative methods of training at ToU (30 % of Educational Programs) within 5 years.

Objectives for Goal 3:

- Identify innovative methods of training;
- Professional development of faculty on innovative methods;
- Enhancing new methods of education (dual, project based, visiting, etc.);
- Quality assurance of Educational Programs and methods of education.

3. Identification of stakeholders

The main stakeholders of ToU who are interested in the employment of graduates include:

- Ministry of Science and Higher Education;
- Large enterprises of the leading regional sectors of the economy (metallurgy, engineering, energy, chemical industry, agriculture, food production, tourism, etc.);
- Small and medium businesses of the region;
- Local executive bodies and Associations of Employers (National Chamber of Entrepreneurs "Atameken" and others);
- high schools and vocational schools;
- Parents, who pay tuition fee.

The main stakeholders of ToU that will support the improvement of graduate employability include:

- Students interested in employment or development of their own business;
- Top management of the university (Rector, Vice-rector for Academic Affairs);
- Department of Academic Affairs;
- Career Center;
- Faculties and departments;
- Student community and university Alumni Association;
- Endowment Fund.

In 2022, Career Center was founded at ToU based on the implementation of Erasmus+ project "Triggering innovative approaches and entrepreneurial skills for students through creating conditions for graduate's employability in Central Asa" (TRIGGER). Career Center grew up from the Division for Internships and Employment of Graduates. Career Center is a structural part of the Department of Academic Affairs and its main function is to coordinate students internships and graduates employment jointly with the Dean's Offices of faculties and relative departments.

The main activities in the field of employment of graduates include the following:

- Establishment of various forms of business cooperation with partners in order to improve the quality of training of specialists based on the maximum approximation of the educational process to real production;
- Monitoring the labor market, tracking vacancies for the employment of graduates;
- Establishing direct contacts with HR offices of enterprises, organizations, institutions, recruitment agencies of the region;
- Organizing and holding meetings of CEOs, representatives of enterprises and organizations with graduates;
- Organizing and holding events (promotions, employment fairs, development of own business) for graduates;
- Conducting trainings for graduates to enhance their employment opportunities: resume writing, preparing for a job interview, using job search engines, etc.;
- Monitoring the employment of graduates for three years after graduation;

- Leading a profile on the university's website (https://tou.edu.kz/ru/?option=com_content&view=article&id=8768);
- Informing the unemployed graduates about the available vacancies in the labor market of Pavlodar region;
- Preparation of reports to the local bodies and the Ministry of Science and Higher Education on the employment of graduates.

Career Center has strong and long-term partnership with 268 companies and businesses of Pavlodar region. The largest enterprises from industry and business sectors include the following ones:

- JSC "Aluminum of Kazakhstan";
- JSC "Kazakhstan Electrolysis Plant";
- LLP "KSP Steel";
- Aksu Ferro Alloy Plant;
- LLP "Company Neftekhim LTD";
- LLP "Pavlodar Petrochemical Plant";
- JSC "Caustic"
- RSU "Department of Ecology for Pavlodar region"
- JSC "Eurasian Energy Corporation"
- JSC "Pavlodar Distribution Grid Company"
- JSC "Pavlodarenergo";
- Branch of JSC "ForteBank" in Pavlodar;
- Pavlodar regional branch of JSC "Halyk Bank of Kazakhstan";
- Rubikom LLP;
- Pobeda LLP;
- Aktogay-Agro LLP.

4. The results (outputs, outcomes) and milestones

To monitor the achievement of the goals and objectives to enhance the graduates' employment, the following outcomes and indicators are suggested.

Outputs (2029)	Indicators
Average rate of employers' satisfaction based on surveys	90 %
Agreements with partner-companies and businesses	300
Faculty development trainings	100 %
Average rate of entry exam (Unified National Testing)	75 point
Satisfaction with the quality of teaching based on the results of the students survey	80 %
The number of graduates employed in the first year after graduation (from the total number of graduates)	80 %
The ratio of the average salary of a university graduate to the average monthly salary in Pavlodar Region	70 %

Modernized Educational Programs included to the National Registry of Educational Programs	100 %
Experts from industry and business attracted to the educational process	20%
Internships at partner companies with EntreComp component	100 %
Annual career orientation courses and trainings for senior students	10
Meetings of employers (companies per year) with students and members of academic committees	200
Job Market Fair ("Job Fest") (per year)	1
Innovative educational programs at the order of enterprises and companies	30 %
Accreditation of educational programs by International Accreditation Agencies	100 %
Teaching basics of developing own business to ToU students	500 students

Outcomes
Lowering unemployment rate in the region
Improving living standards in the region
Improving competitiveness of ToU graduates in the labor market
Developing innovative and practice oriented teaching and learning
Training of specialists who meet current and future requirements of the labor market
International recognition of ToU educational programs

milestones							
Name of milestones	2023	2024	2025	2026	2027	2028	2029
Average rate of employers' satisfaction based on surveys	80 %	82 %	83 %	84 %	86 %	88 %	90 %
Agreements with partner-companies and businesses	267	270	275	280	290	295	300
Faculty development trainings	20 %	40 %	60 %	80 %	90 %	95 %	100 %
Average rate of entry exam (Unified National Testing)	69 point	70 point	71 point	72 point	73 point	74 point	75 point
Satisfaction with the quality of teaching based on the results of the student survey	70 %	71 %	72 %	74 %	76 %	78 %	80 %
The number of graduates employed in the first year after graduation (from the total number of graduates)	74 %	75 %	76 %	77 %	78 %	79 %	80 %
The ratio of the average salary of a university graduate to the average monthly salary in Pavlodar Region	65 %	67 %	67 %	68 %	68 %	69 %	70 %
Modernized Educational Programs included to the National Registry of Educational Programs	100 %	100 %	100 %	100 %	100 %	100 %	100 %
Experts from industry and business attracted to the educational process	20 %	20 %	20 %	20 %	20 %	20 %	20%
Internships at partner companies with EntreComp component	20 %	40 %	60 %	80 %	90 %	95 %	100 %
Annual career orientation courses and trainings	1	4	6	8	9	10	10

Meetings with the employers (companies per year) with students and members of academic committees	100	150	160	170	180	190	200
Job Market Fair ("Job Fest") (per year)	1	1	1	1	1	1	1
Innovative educational programs at the order of enterprises and companies	5 %	8 %	12 %	17 %	20 %	25 %	30 %
Accreditation of educational programs by International Accreditation Agencies	70 %	80 %	90 %	95 %	98 %	100 %	100 %
Teaching the basics of developing own business to ToU students	150	200	250	300	350	490	500

The above stated outcomes will be achieved through the following steps:

- Developing integrative corporate management in the system "University - Region - Business Community".
- Developing new innovative master and doctoral educational programs.
- Conducting an effective marketing policy in educational programs market.
- Increasing the number of joint educational programs with universities of near and far abroad. The targeted point marketing will be used to attract foreign applicants and teaching staff to the university.
- Qualitative improvement of modular educational programs, expansion of investments in the material infrastructure of educational programs and advanced training of teaching staff.
- Development of a system and mechanisms for grading the quality of trained graduates, taking into account the value of their knowledge, skills and competencies in the labor market. Positioning of graduates as purposeful and well-prepared entrepreneurs focused on starting business.

5. List of actions (prioritize them based on importance, feasibility, etc.)

Actions to achieve key results and the degree of importance are presented in the following table:

Goals	Outputs (2029)	Action	Importance
Goal 1: To ensure employers' satisfaction with ToU graduates within 5 years	Collaboration with partners from industry and business	Organization of annual survey of employers from enterprises and business structures (June – September, annually)	Very high
		Meetings with the employers (companies per year)	High
		Job Market Fair ("Job Fest") (per year)	High
		Upgrading of the Career Center web-site	High
	Professional development of ToU Faculty	Organization of advanced training courses for faculty at enterprises and foreign universities	High
Attraction of motivated applicants' students	Conducting career guidance of strong applicants and attracting them to study at ToU	High	

	Ensuring high quality training	Conducting a survey of students, 2 times a year	High
Goal 2: To increase the employment of ToU graduates and the ratio of the average salary of a university graduate to the average monthly salary in the Pavlodar region within 5 years	Analysis of local labor market needs	Organization of a survey of graduates on employment issues, sending a request for the availability of retirement payments from the graduate's salary to the NGJSC "Government for Citizens", carrying out corrective measures in case of low employment rates	Very high
		Analysis of data on graduates' salaries issued by NJSC "Atameken", carrying out corrective measures in case of low rates of average salaries	Very high
	Modernization of Educational Programs in accordance with local labor market	Organization of systematic work of academic committees for the development of educational programs, requesting feedback from enterprises on the quality of the developed educational programs	Very high
	Attraction of experts and employers to training	Annual lectures, classes and trainings for students by experts from enterprises	High
	Internships at partner companies with EntreComp component	Development and the discussion of cooperation agreements' content jointly with partner enterprises and its signing (within one year)	High
	Annual career orientation courses and trainings for senior students	Identification of the needed training courses, development of an internship plan, organization of an internship of students	High
	Teaching students the basics of developing their own business	Annual registration of students for minor programs in entrepreneurship and training in the area of developing their own business	High
Goal 3: to develop innovative methods of training at ToU (30 % of Educational Programs) within 5 years	Identify innovative methods of training	Attracting the leading experts in the field of higher education to the analysis of the implementation of ToU educational programs	Very high
	Professional development of faculty on innovative methods	Organization of advanced training courses for ToU faculty on innovative teaching methods	Very high
	Enhancing new methods of education (dual, project based, visiting, etc.)	Design of innovative educational programs at the request of enterprises and companies	Very high
	Quality assurance of Educational Programs and methods of education.	Accreditation of educational programs by International Accreditation Agencies	Very high

6. The timeline and responsibilities

Goals	Outputs (2029)	Planned actions	Responsible	Timeline
Goal 1: To ensure employers' satisfaction with ToU graduates within 5 years	Collaboration with partners from industry and business	Organization of annual survey of employers from enterprises and business structures (June – September, annually)	Head of Career Center, Deans	2023-2029 (June – September, annually)
		Meetings with the employers (companies per year)	Head of Academic Affairs, Heads of departments	2023-2029 (annually)
		Job Market Fair (“Job Fest”) (per year)	Head of Academic Affairs, Heads of departments	2023-2029 (annually)
		Upgrading of the Career Center web-site	Head of Career Center	2023-2029 (annually)
	Professional development of ToU Faculty	Organization of advanced training courses for faculty at enterprises and foreign universities	Head of Talent Management Center, Heads of departments	2023-2029 (annually)
	Attraction of motivated applicants' students	Conducting career guidance of strong applicants and attracting them to study at ToU	Head of Foundation, Heads of departments	2023-2029 (January – May, annually)
	Ensuring high quality training	Conducting a survey of students, 2 times a year	Head of Academic Affairs, Heads of departments	2023-2029 (annually)
Goal 2: To increase the employment of toU graduates and the ratio of the average salary of a university graduate to the average monthly salary in the Pavlodar region within 5 years	Analysis of local labor market needs	Organization of a survey of graduates on employment issues, sending a request for the availability of retirement payments from the graduate's salary to the NGJSC “Government for Citizens”, carrying out corrective measures in case of low employment rates	Head of Career Center, Deans	2023-2029 (August – December, annually)

		Analysis of data on graduates' salaries issued by NJSC "Atameken", carrying out corrective measures in case of low rates of average salaries	Head of Career Center, Deans, Heads of departments	2023-2029 (August – December, annually)
	Modernization of Educational Programs in accordance with local labor market	Organization of systematic work of academic committees for the development of educational programs, requesting feedback from enterprises on the quality of the developed educational programs	Head of Academic Affairs, Heads of departments	2023-2029 (January – May, annually)
	Attraction of experts and employers to training	Annual lectures, classes and trainings for students by experts from enterprises	Head of Academic Affairs, Heads of departments	2023-2029 (annually)
	Internships at partner companies with EntreComp component	Development and the discussion of cooperation agreements' content jointly with partner enterprises and its signing (within one year)	Head of Academic Affairs, Heads of departments	2023-2029 (annually)
	Annual career orientation courses and trainings for senior students	Identification of the needed training courses, development of an internship plan, organization of an internship of students	Head of Talent Management Center, Heads of departments	2023-2029 (annually)
	Teaching students the basics of developing their own business	Annual registration of students for minor programs in entrepreneurship and training in the area of developing their own business	Head of Academic Affairs, Heads of departments	2023-2029 (annually)
Goal 3: to develop innovative methods of training at ToU (30 % of Educational Programs) within 5 years	Identify innovative methods of training	Attracting the leading experts in the field of higher education to the analysis of the implementation of ToU educational programs	Head of Career Center, Head of Academic Affairs	2023-2029 (August – December, annually)

	Professional development of faculty on innovative methods	Organization of advanced training courses for ToU faculty on innovative teaching methods	Head of Talent Management Center, Heads of departments	2023-2029 (annually)
	Enhancing new methods of education (dual, project based, visiting, etc.)	Design of innovative educational programs at the request of enterprises and companies	Head of Academic Affairs, Heads of departments	2023-2029 (January – May, annually)
	Quality assurance of Educational Programs and methods of education.	Accreditation of educational programs by International Accreditation Agencies	Head of Academic Affairs, Heads of departments	2023-2029 (annually)

7. The required resources, infrastructure, and environment

The university has the required human, management, technology, financial resources and facilities to implement careers, employability and enterprise services for students.

Career Center was founded in 2022. It is a structural part of the Department of Academic Affairs. Career Center is operating in partnership with Deans' Offices and the departments of the university. Each department in the faculty is involved in supporting the employment processes and career orientation; a faculty member is assigned in each department to monitor graduates' employment, supervise career orientation and students internships.

The following sources are available for funding the activities to support employment:

- National budget;
- Public-private partnership sources;
- Revenue from individuals under contracts for the provision of educational services;
- Endowment fund dividends.

To enhance the employment process, the university developed its own internal online platform:

https://tou.edu.kz/ru/?option=com_content&view=article&id=8768

Career Center website will be improved to meet requirement of new objective of Career Center work.

External information resources are also used for management of the employment process:

<https://www.enbek.kz/ru>

<https://rabota.kz>

<https://pavlodar.hh.kz>

To promote the development of public business at the university, there is Your Startup Academy, a Television Techno park (Ru Special Economic Zone).

ToU Startup Academy provides the following services for faculty, staff and students:

- Trainings in the area of entrepreneurship (developing business plans, foundations of business, etc.
- Consulting on the search of funding opportunities for startups and developing proposals for funded projects;
- Accelerating existing startups;
- Mentoring for the development of startup projects.

ToU Techno park (ToU Special Economic Zone) is aimed at the following:

- Providing access to ToU laboratories for the production of product prototypes;
- Providing small industrial premises, infrastructure (electricity, water, heat) at a discount conditions for startups for the period from 1 to 3 years.

ToU is planning to develop the following services:

- Consulting on how to launch startup project. The service will be available for the period of 1-3 years ;
- Development of the program of internal grants for the production of prototypes.

An Extension Centre has been created at the university to expand the competencies of students and graduates and to retrain the unemployed.

The staff of the center organizes retraining courses in the demanded working competencies of Pavlodar region.

In general, ToU has necessary resources to implement careers, employability and enterprise services for students. For further development, regular training of ToU faculty and staff is needed in the area of employment support. The Career Center staff will organize trainings jointly with external experts in this field.

8. Evaluation and monitoring methods to measure progress

The frequency of monitoring the employment process and the quality of the educational process. The University monitors the processes related to employment once a year at the Academic Council (annually in November – December); the quality of the educational process in various areas of training is also monitored once a year (reports of Deans).

Also, once a year (December – January), at the meeting of the the Academic Council, Vice–rector for Academic Affairs reports on achieving the indicators of the University Development Plan for 2023-202, including employment and the quality of educational programs, interaction with stakeholders, etc.

At the meetings of ToU Educational and Methodological Council, the employment issues are reported and discussed 2 times a year (in the spring semester, the organization of the employment of graduates of the current yea are discussed; in the fall semester, the results of the employment of graduates of the current and past years (3 years) are discussed.

Once a year, a meeting of the Academic Council (the Educational and Methodological Council of the University) is held on the quality of implementation of Major and Minor programs and trainings for students (annually in January).

At meetings of academic committees and faculty councils, issues of employment and the quality of educational programs are discussed at least 2 times a year.

Assessment and monitoring methods to measure progress. The following methods are used to periodically assess the achievement of the set goals and objectives:

Goal 1: To ensure employers' satisfaction with ToU graduates within 5 years.

Objectives for Goal 1:

- Collaboration with partners from industry and business:

Evaluation methods: Analysis of the results of the survey of enterprises on satisfaction with the quality of graduate training; analysis of the requests of enterprises on the number and functionality of specialists required for the enterprise; foresight on the assessment of the development of labor resources in the region; monitoring of updated information on the website of the Career Center.

- Professional development of ToU Faculty:

Evaluation methods: Assessment of the number of faculty who have completed advanced training courses in the educational programs courses.

- Attraction of motivated applicants:

Evaluation methods: Assessment of the number of applicants enrolled in university educational programs with high scores in a Unified National Testing (above the average planned scores for the university).

- Ensuring high quality training:

Evaluation methods: Analysis of the results of the survey of enterprises on satisfaction with the quality of graduate training; analysis of the results of the national rating of educational programs of NCE "Atameken".

Goal 2: To increase the employment of graduates and the ratio of the average salary of a university graduate to the average monthly salary in the Pavlodar region within 5 years.

Objectives for Goal 2:

- Analysis of local labor market needs:

Evaluation methods: Analysis of the results of employment and the salary level of graduates according to a survey of graduates themselves, official requests to the NAO "Government for Citizens" and the results of the national rating of educational programs of NCE "Atameken".

- Modernization of Educational Programs in accordance with local labor market;

Evaluation methods: Availability of an educational program in the Register of the National Center for the Development of Higher Education of the Republic of Kazakhstan; analysis of the results of a survey of enterprises on satisfaction with the quality of graduate training.

- Attraction of experts and employers to training;

Evaluation methods: Assessment of the number of external experts involved in the implementation of educational programs of the university.

- Internships at partner companies with EntreComp component;

Evaluation methods: Assessment of the number of students who have interned at enterprises and analysis of the achievement of the planned expectations from the passage of internships by students and experts from enterprises.

- Annual career orientation courses and trainings of senior students;

Evaluation methods: Assessment of the number of students who have completed additional courses and trainings.

- Teaching students the basics of developing their own business.

Evaluation methods: Assessment of the number of students who have completed business trainings and the number of students created their own startup companies (projects)

Goal 3: to develop innovative methods of training at ToU (30 % of Educational Programs) within 5 years.

Objectives for Goal 3:

- Identify innovative methods of training;

Assessment methods: Identification of relevant new teaching methods in the areas of university training.

Professional development of faculty on innovative methods;

Evaluation methods: Assessment of the number of faculty who have completed advanced training courses on innovative teaching methods.

- Enhancing new methods of education (dual, project based, site visiting, etc.);

Evaluation methods: Assessment of the number of new teaching methods within the educational programs of the university.

- Quality assurance of Educational Programs and methods of education.

Evaluation methods: Assessment of the number of internationally accredited educational programs.

9. The services for graduates employability support: for staff, students and other stakeholders

The University provides a wide range of services to support staff, students and other stakeholders in the areas of employment and mentoring. Support and coordination of the employment of graduates of all levels (Bachelor, Master, and Doctoral) is carried out by the Career Center of the Department of Academic Affairs jointly with the deans of faculties and corresponding departments.

Available services for students include the following:

- Providing a list of vacancies at partner enterprises.

The service is aimed at monitoring and systematizing vacancies at partner enterprises for further provision to students and graduates of the university. The service is provided on an ongoing basis.

- Consulting on job search on employment information resources.

- Organization of interviews of students with potential employers (personnel services of enterprises, organizations, institutions, recruitment agencies of the region).

The purpose of the service is to conduct an interview on employment issues, direct discussion by representatives of enterprises and students of potential jobs, working

conditions, employer requirements, wages and the social package that the company provides to its employees.

- Organization and holding of events (promotions, fairs) for the distribution of graduates.

The purpose of the service is to provide students with the opportunity of a one-time meeting with a large number of representatives of enterprises to choose potential employment options.

The event is usually held 1 times a year.

- Conducting trainings on entrepreneurship and fund raising for the development of business.

The trainings are aimed at teaching the basics of entrepreneurship, developing business plans and applications for financing their own business initiatives through second-tier banks and various development institutions of Kazakhstan (the Committee of Science of the Ministry of Internal Affairs of the Republic of Kazakhstan, DAMU, NCE "Atameken", etc.).

The event is usually held 1-2 times a year.

The following activities will be implemented in the near future:

- Conducting trainings for graduates on improving the technology of job search in market conditions, resume preparation and interviewing, development of leadership and communication skills.

Trainings are conducted in full-time and online format, in the form of seminars and trainings from coachmen and teachers, representatives of enterprises and businesses. Since 2023, free online courses on the Coursera platform in Kazakh, Russian and English are available.

Available services for staff include the following:

- Advising on professional development programs, available research internships, and internships at enterprises.

The service is aimed at searching the potential places for research internships and internships at enterprises and businesses in accordance with the employees' fields of expertise. Advising on possible options for funding sources is also available.

The service is provided on an ongoing basis.

The following activities will be implemented in the near future:

- Conducting trainings in the area of entrepreneurship and fund raising for the development of own business.

The purpose of the service is to develop entrepreneurial skills and to teach the basics of entrepreneurship (developing business plans, writing proposals for funded projects, communicating with various development institutions of Kazakhstan, like the Committee of Science of the Ministry of Internal Affairs of the Republic of Kazakhstan, DAMU, NCE "Atameken", etc.).

Trainings are conducted on an ongoing basis.

This service is available for faculty, staff and students of ToU.

Available services for ToU stakeholders include the following:

- Conclusion of agreements on various forms of cooperation aimed at meeting the needs of the labor market.

The purpose of the service is to establish various forms of business cooperation with partners in order to improve the quality of training specialists based on the maximum approximation of the educational process to the requirements and expectations of industry and business.

- Providing graduate students' resumes to ToU partner companies.

The purpose of this service is to monitor graduates' academic and other achievements for further provision to ToU partner enterprises.

The service is provided on an ongoing basis.

- Organization of meetings with ToU graduates.

The purpose of the meetings is to discuss opportunities that the company provides to its employees, available vacancies, working conditions, employer requirements, wages and the social package that the company provides to its employees.

Meetings are held as requests from partner companies.

- Organization of events (promotions, fairs) for the distribution of graduates.

The purpose of the events is to provide enterprises with the opportunity of a one-time meeting with a large number of students to discuss employment opportunities.

The event is usually held 2 times a year.

Every year, the Career Center, jointly with the departments, holds meetings with large enterprises, organizations, companies and institutions of the Pavlodar region on the following issues:

1. Presentation of professional standards and corresponding modular educational programs of ToU.
2. Discussion of employers' requirements for university graduates (learning outcomes);
3. Discussion of the prospective needs for personnel of enterprises (for 3 – 5 years);
4. Discussion of further cooperation between ToU and enterprises in the following areas:

- Modernization of educational programs;
- Dual programs and individual approach to training of employees of enterprises;
- Participation of representatives of enterprises in the educational process, examination and attestation commissions, etc.

10. Communication plan

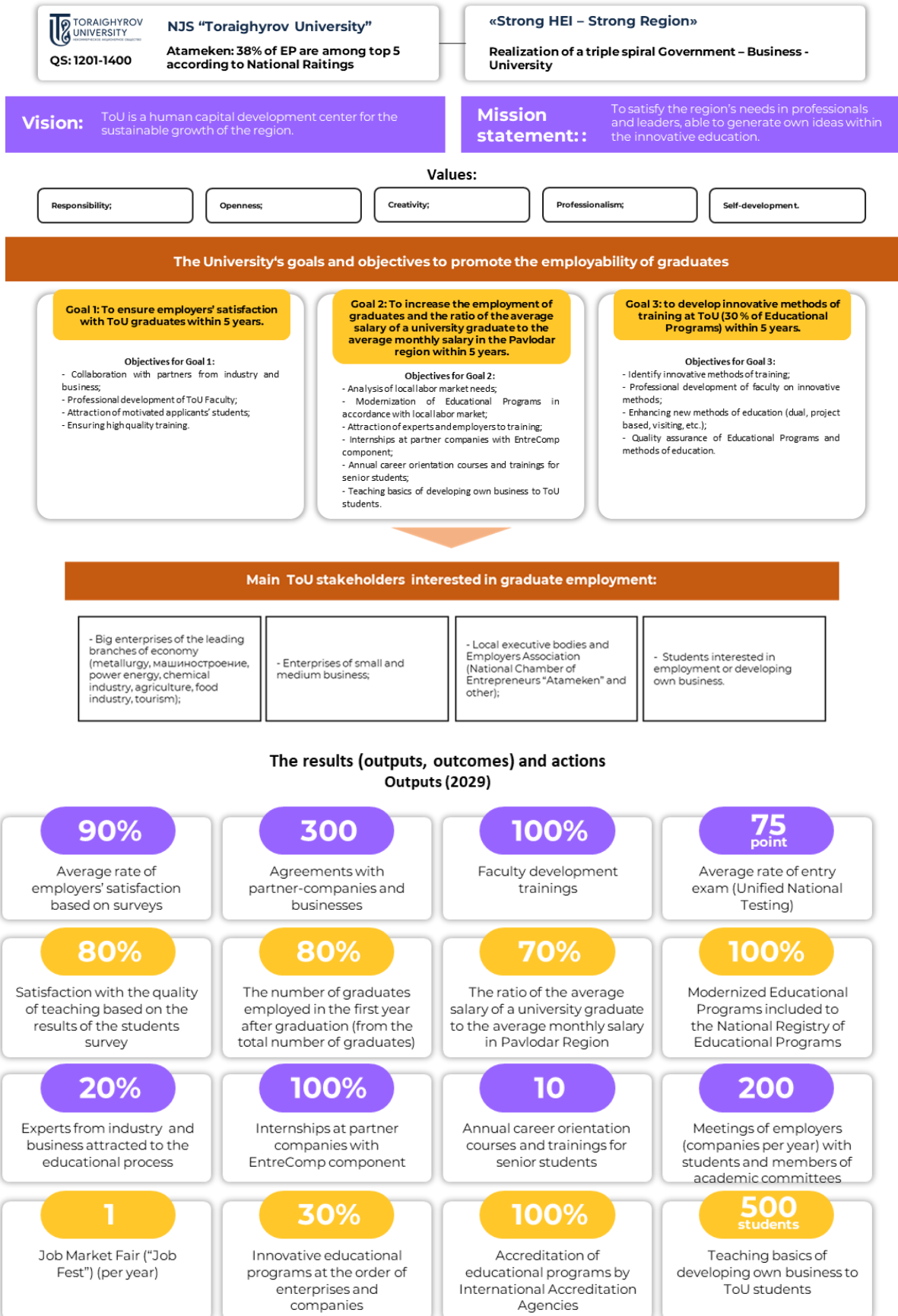
To communicate with stakeholders the university will be carried out in the following way:

Planned actions	Responsible	Promotion
Communication with graduates		
Questionnaire (survey) on the results of employment	Head of Career Center, Heads of departments	Phone calls, messengers and emails (June – September, annually)

- In person meetings of students with major enterprises and business partners in the framework of: - Job Market Fair (“Job Fest”); - Interviewing students for employment; - Lectures, classes and trainings for students by experts from enterprises.	Head of Career Center, Deans, Heads of departments	Providing graduates' resumes to representatives of HR departments of enterprises, interviewing students, conducting classes and trainings
Annual registration of students for minor entrepreneurship programs and their training in the basics of developing their own business	Head of Academic Affairs, Heads of departments	Conducting presentations of minor programs for students, online registration for courses (April –May, annually)
Publication of materials on events in the social networks and media	Head of Foundation, Heads of departments	Publications on the university's website, social networks of the university, regional and national media (annually)
Communication with staff		
Upgrading of the Career Center web-site	Head of Career Center, Head of IT-HUB	Development of technical specifications for website upgrade (June – September, annually)
Organization of advanced training courses for faculty: - at enterprises and foreign universities; - on innovative teaching methods	Head of Talent Management Center, Heads of departments	Development of a training program, collection of applications from departments for training faculty, selection of faculty, training and issuance of certificates of completion of courses (annually)
Analysis of employment and results of the National rating of educational programs by NCE “Atameken”	Head of Career Center, Deans, Heads of departments	Discussion of reports at meetings and Academic Council of the University (August – December, annually)
Design of innovative educational programs at the request of enterprises and companies	Head of Academic Affairs, Heads of departments	Meetings of academic committees on the development of educational programs (January – May, annually)
Accreditation of educational programs by International Accreditation Agencies	Head of Academic Affairs, Heads of departments	Preparation of self-reports on educational programs according to ESG requirements, participation in the work of accreditation commissions (annually)
Publication of materials on events in the social networks and media	Head of Foundation, Heads of departments	Publications on the university's website, social networks of the university, regional and national media (annually)
Communication with other stakeholders		
Request for the results of employment of graduates in the NJSC “Government for Citizens” (availability of contributions to the retirement fund)	Head of Career Center	Monthly Letters with a list of graduates (August – December, annually)

<p>-In person meetings of students and teachers with major enterprises and business partners in the framework of Job Market Fair; - Interviewing students for employment; - meetings of academic committees for the development of educational programs; - лекций, занятий и тренингов для студентов экспертами с предприятий</p>	<p>Head of Career Center, Deans, Heads of departments</p>	<p>Providing graduates' resumes to representatives of HR departments of enterprises, interviewing students, interviewing employers on the number of vacant jobs at enterprises, discussing the necessary competencies of graduates for enterprises, participation of enterprises and experts from enterprises in the educational process, conducting classes and trainings (annually)</p>
<p>Career guidance work in schools, vocational schools and enterprises</p>	<p>Head of Foundation, Heads of departments</p>	<p>Advertising and publications on the university's website, social networks of the university, regional and national media, personal meetings with high school students, vocational schools students, parents of applicants, employees of enterprises (January – May, annually)</p>
<p>Publication of materials on events in the social networks and media</p>	<p>Head of Foundation, Heads of departments</p>	<p>Publications on the university's website, social networks of the university, regional and national media (annually)</p>

11. The visualization of Roadmap



Outcomes



Actions

Collaboration with partners from industry and business	<ul style="list-style-type: none"> • Organization of annual survey of employers from enterprises and business structures (June – September, annually) 2023-2029 (June – September, annually) Very high • Meetings with the employers (companies per year) 2023-2029 (annually) High • Job Market Fair ("Job Fest") (per year) 2023-2029 (annually) High • Upgrading of the Career Center web-site 2023-2029 (annually) High
Professional development of ToU Faculty	<ul style="list-style-type: none"> • Organization of advanced training courses for faculty at enterprises and foreign universities 2023-2029 (annually) High
Attraction of motivated applicants' students	<ul style="list-style-type: none"> • Conducting career guidance of strong applicants and attracting them to study at ToU 2023-2029 (January – May, annually) High
Ensuring high quality training	<ul style="list-style-type: none"> • Conducting a survey of students, 2 times a year 2023-2029 (annually) High
Analysis of local labor market needs	<ul style="list-style-type: none"> • Organization of a survey of graduates on employment issues, sending a request for the availability of retirement payments from the graduate's salary to the NGJSC "Government for Citizens", carrying out corrective measures in case of low employment rates 2023-2029 (August – December, annually) Very High • Analysis of data on graduates' salaries issued by NJSC "Atameken", carrying out corrective measures in case of low rates of average salaries 2023-2029 (August – December, annually) Very High
Modernization of Educational Programs in accordance with local labor market	<ul style="list-style-type: none"> • Organization of systematic work of academic committees for the development of educational programs, requesting feedback from enterprises on the quality of the developed educational programs 2023-2029 (August – December, annually) Very High
Attraction of experts and employers to training	<ul style="list-style-type: none"> • Annual lectures, classes and trainings for students by experts from enterprises 2023-2029 (annually) High
Internships at partner companies with EntreComp component	<ul style="list-style-type: none"> • Development and the discussion of cooperation agreements' content jointly with partner enterprises and its signing (within one year) 2023-2029 (annually) High
Annual career orientation courses and trainings for senior students	<ul style="list-style-type: none"> • Identification of the needed training courses, development of an internship plan, organization of an internship of students 2023-2029 (annually) High
Teaching students the basics of developing their own business	<ul style="list-style-type: none"> • Annual registration of students for minor programs in entrepreneurship and training in the area of developing their own business 2023-2029 (annually) High
Identify innovative methods of training	<ul style="list-style-type: none"> • Attracting the leading experts in the field of higher education to the analysis of the implementation of ToU educational programs 2023-2029 (August – December, annually) High
Professional development of faculty on innovative methods	<ul style="list-style-type: none"> • Organization of advanced training courses for ToU faculty on innovative teaching methods 2023-2029 (annually) Very high
Enhancing new methods of education (dual, project based, visiting, etc.)	<ul style="list-style-type: none"> • Design of innovative educational programs at the request of enterprises and companies 2023-2029 (August – December, annually) Very High
Quality assurance of Educational Programs and methods of education.	<ul style="list-style-type: none"> • Accreditation of educational programs by International Accreditation Agencies 2023-2029 (annually) Very high